

# 2022 Gender Pay Gap Report



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At Coca-Cola Europacific Partners (CCEP) we are committed to building a business where Everyone's Welcome. We are working to lead as an inclusive, diverse and equitable business, to grow sustainably, truly represent the society we serve and positively impact peoples' lives – for our colleagues, customers and communities.

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Creating a positive gender balance in our workforce is one core aspect to this and has been embedded in our approach to our culture, governance, and people for many years.

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In early 2018, we produced the first report focused specifically on our gender pay gap. Since then, we have continued to develop and expand our efforts to improve gender balance, as part of an Inclusion, Diversity and Equity strategy driven by the Senior Leadership Team and our dedicated Inclusion, Diversity and Equity Groups.

This strategy – entitled *Be Yourself; Be Valued, Be Involved* – aims to create a workplace environment that builds confidence and supports ambitions for all, regardless of difference, background or personality.

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# 2022 Gender Pay Gap Report

(continued)

Within this strategy there are core pillars that support our action plan on gender diversity, which include the following:

**Everyone's  
welcome**

## 50% Accountability:

Our leadership team is committed to increasing the number of women in management and leadership positions, with an aspiration of reaching 50% in GB by 2025. In 2017 women accounted for 35% of these positions and this proportion has continued to rise, reaching 41.8% by close of 2022. This is despite the overall proportion of women in our overall GB workforce remaining steady at 30%.

This progress contributes to our CCEP-wide ambition to achieve 45% of women in management positions by 2030 on our journey to 100% gender balance. In recent years we have taken several steps to rigorously measure and track improvements in gender equality across our business, including entering and improving our ranking in the Bloomberg Gender Equality Index and using the outputs as a key benchmark we report upon to our Board annually. We have also undertaken an external pay analytics survey to ensure that we have equal pay across our workforce.



## Inclusivity Networks:

Our inclusivity commitments, programmes and content are embedded across all parts of the business, from strategic leadership planning to new colleague inductions, and in our interactions with external stakeholders.

We are also continually assessing and evolving the work we do to ensure we are an inclusive organisation, where Everyone's Welcome. We have an overarching Inclusive Networks programme that brings together colleagues from all genders across the business at regular events designed to challenge and inspire people to play an active role in shaping our culture.

This year we have launched a specific Parents & Carers network to support through the challenges of working parents of all genders.

Figure 1.0



## Recruitment:

As a manufacturing business, CCEP has traditionally had a higher proportion of male employees and applicants. However, our aim is to achieve 100% gender balanced candidate recruitment slates and we actively seek gender balance in our candidate shortlists at every level of our business.

We also aim to ensure diversity within our hiring teams and inclusion in their selection practices – for example, through initiatives such as our Equity Programme and dedicated training to address the potential for unconscious bias.

We work with a range of partners to highlight our position as an inclusive employer and ensure we engage a broad and diverse candidate base. These include Vercida, a tech platform aimed at jobseekers looking for employers that place diversity, inclusion and well-being at the top of the agenda; Successful Mums, a training company focused on helping mothers return to the workforce, and Get-Optimal, an AI platform through which our job adverts are optimised to remove barriers that may discourage women from applying.



## Training & Development:

Our 'Women in Leadership' programme includes both formal and informal development and connection opportunities for women in management positions.

We also have a range of learning and mentoring programmes for female talent to help them maximise their full potential in our business. This includes targeted investment in our management development curriculum to ensure that there is gender balance across the future leaders of our business. We have developed a gender balance 'modeller' tool to enhance our leadership's awareness of the metrics and levers that influence improved hiring, promotion, and retention.

We have launched a new online portal called 'The Career Hub' to unlock more visibility of role opportunities across our company and promote an accessible approach to networking and mentor connections.

# Our Gender Pay Gap Data

Under UK legislation that came into force in April 2017, businesses with more than 250 employees are required to annually publish data about their gender pay gap. The gender pay gap relates to differences in average male and female pay within an organisation and does not compare the pay received by men and women for doing the same or equivalent work (known as equal pay).

Since 2017 this has meant that we have reported data for Coca-Cola Europacific Partners (CCEP) Great Britain Limited. However, in 2022, we changed the structure of our business in Great Britain, creating a new company – CCEP Group Services Ltd – in addition to Coca-Cola Europacific Partners (CCEP) Great Britain Limited. 92% of our GB employees remain within Coca-Cola Europacific Partners (CCEP) Great Britain Limited, but CCEP Group Services Ltd employs more than 250 people and is therefore also covered by the Gender Pay Gap Regulations.



## Our Gender Pay Gap Data

(continued)

As required under the regulations, we have reported separately for both businesses, but have also analysed the data across both legal entities together. This provides a more complete picture of our workforce in GB and allows us to compare gender pay gap data with previous years to determine how we are progressing in our aim to achieve overall gender pay parity.

In Great Britain, we make, sell, and deliver some of the country's most-loved soft drinks brands. We are a large local employer, with more than 3,600 colleagues, and our roots are firmly based within the communities in which we do business. We employ people across England, Scotland and Wales in manufacturing sites, distribution depots and offices, as well as having a significant national field-based and home-based salesforce.



# What does our data tell us?

Our data for 2022 indicates that the headline figure for median gender pay gap in our total workforce has increased slightly, rising from 4.5% as of 5th April 2021 to 5.9% as of 5th April 2022. When looking at our mean gender pay gap, we see that our female colleagues are paid 1.1% more than our male colleagues. However, as indicated, we recognise that the median figure is a better representation of the overall gender pay gap as it is not impacted as much by outlying values.

Overall, our gender pay gap has reduced significantly since the first reporting year in 2017, when the figure stood at 10.7%. However, we are determined to make stronger and sustained progress and remain committed to achieving overall gender pay parity for CCEP in Great Britain, and to taking the necessary actions to improve the diversity of our business.

When considering our Gender Bonus Pay Gap for our total GB business, our data shows us that, according to the median figure, our female colleagues earned a 43.7% higher bonus on average than male colleagues. When calculating these figures, we include stock awards at Director levels. Our mean gender bonus gap shows a figure of 2.7% in favour of female colleagues, compared to 4.8% in favour of male colleagues in 2021 and 10% in favour of male colleagues in 2020.

We track the gender pay gap data in line with the government regulations first launched in 2017, and based on this methodology the headline figures for 2022 are listed below in Figure 2.0

Coca-Cola Europacific Partners (CCEP) Great Britain Limited		
	Gender Pay Gap (%)	Gender Bonus Pay Gap (%)
Median	7.3	-43.2
Mean	1.7	-2.2

CCEP Group Services Ltd		
	Gender Pay Gap (%)	Gender Bonus Pay Gap (%)
Median	4.1	13.1
Mean	13.4	28.4

Total CCEP GB Business		
	Gender Pay Gap (%)	Gender Bonus Pay Gap (%)
Median	5.9	-43.7
Mean	-1.1	-2.7

**Figure 2.0** Figures as of 5th April 2022

A positive percentage figure represents female employees having lower pay or bonuses than male employees. A negative percentage figure represents female employees having higher pay or bonuses than male employees. **Mean** is commonly known as "average". The **mean** gender pay gap is the difference in the average hourly pay for female employees within a company compared to that of male employees. **Median** represents the middle point of a population; in the case of gender pay gap, the median pay gap is the difference

between the hourly pay rate for the 'middle woman' compared to that of the 'middle man' if you separately lined up all the women in a company and all the men.

Statisticians such as the Office for National Statistics prefer to use **median** data to find the average gender pay gap because this data point is not affected by extreme values such as changes in the earnings of small numbers of high earners.

The proportion of female and male CCEP GB employees receiving a bonus payment:

Coca-Cola Europacific Partners (CCEP) Great Britain Limited



CCEP Group Services Ltd



Total CCEP GB Business

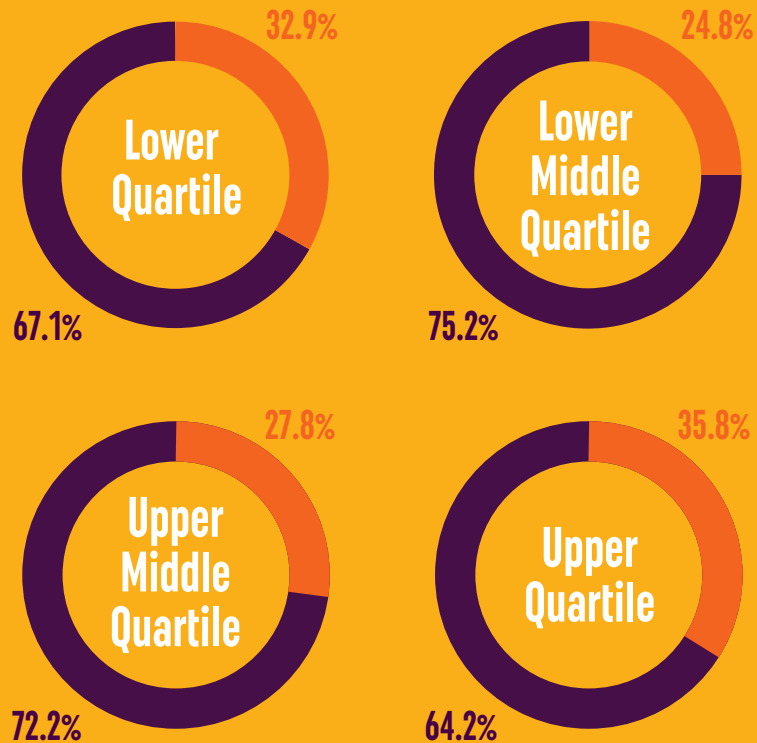


Figure 3.0

Key: Female Male



The proportion of female and male employees in each pay quartile:



Quartiles represent the pay rates from the lowest to the highest for our GB employees, split into four equal sized groups. These graphs show the percentage of men and women in each quartile.

Figure 4.0

Key: Female Male

Corporate functions (administration, corporate strategy, finance, people & culture, business process & technology, legal and communications)



CS & Supply Chain (manufacturing and logistics)



Commercial (field sales, national sales, commercial development and strategic planning)



Total (male & female)

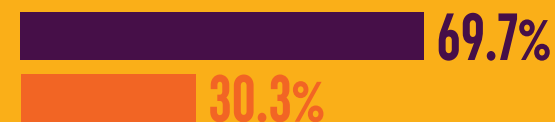


Figure 5.0 \*Totals as of December 2021



## What does our data tell us?

(continued)

We have deduced that our gender pay gap arises from two key factors:

- While we continue to make good progress towards ensuring that 50% of our management and senior leadership positions are filled by women, it remains the case that fewer senior women hold the most senior positions within our business.
- We also employ more men than women in our manufacturing operations and this is where we have a significant number of highly technical and shift-based roles that attract a pay premium.



## What does our data tell us? (continued)



We believe that the changes in our gender pay gap shown between the 2021 and the 2022 data - can be attributed in part to the following factors:

- As we navigate through the tightest labour market seen in decades, we saw some fluctuation in the workforce during the reporting period. During this time, we have also increased our technical shift based workforce, and these roles still attract more male applicants. In our lowest pay quartile, the share of women has decreased (with 51% of those leaving the company from this quartile being women and 28% women new joiners at this quartile).
- This fluctuation highlights several different factors, including the ongoing changes to working patterns and behaviours across the country following the pandemic, as well as the ongoing challenges of attracting women into sectors such as manufacturing that are often shift-based and are viewed as more traditionally male roles.
- Although we continue to build a higher representation of females in leadership and management roles a greater proportion of the more senior roles remain held by men. The increase in gender balance within our management levels provides a good future talent pipeline, and we continue to focus and invest in our management development curriculum to help

achieve gender balance in candidates for more senior positions. This supports our progress in achieving our aspiration of 50% of leadership and management roles being in GB being held by women by 2025, as indicated in Figure 1.0.

- We are committed to tackling gender imbalance across our business, including through our early careers strategy, which is focused on attracting talent into our business and ensuring diversity. As part of our This is Forward sustainability action plan, we have therefore extended our targets for gender balance in our business, introducing a goal to ensure that 50% of our total workforce is women, rather than limiting this target to just senior management and leadership.
- We have seen significant fluctuation in our Gender Bonus Pay Gap, which has changed from 4.5% in favour of men (median) in 2021 to 43.7% in favour of women in 2022. This is caused by a range of factors, including previous years' figures being skewed by the impact of the pandemic, and the fact that more men occupy manufacturing and shift-based roles in our business. These roles often attract a shift premium, but conversely attract much smaller variable bonus opportunities than more senior roles in our commercial and corporate functions, where we see women make up a greater proportion of our workforce.

# Going further together

At 5.9%, our gender pay gap using the median figure is well below the national gender pay gap for all employees (both full time and part time workers) which currently sits at 14.9% according to the Office for National Statistics\*. Our gender pay gap has also fallen significantly since we first started reporting in 2017, when it stood at almost 11%.

However, we must also recognise that our gender pay gap has increased slightly in this reporting period, up from 4.5% in 2021. Fluctuations in the labour market are to be expected, and we have probably seen the most challenging labour market in a generation over the last twelve months, and we have analysed that these fluctuations are largely at the root of why we have seen changes in our gender pay gap and gender bonus gap in 2022. Nevertheless, we know that we must go further to make stronger and more sustained progress towards achieving overall gender pay parity for CCEP in Great Britain, while also improving the diversity of our business.

Creating this equity is of course the right thing to do. But it is also integral to our long-term commercial success. Being diverse and inclusive ensures that we can incorporate a broad range of perspectives and backgrounds, and by reflecting the world around us, we will continue to be the best partner to our customers.

Measurement and accountability are crucial in driving this progress and for that reason, gender metrics are a core part of the objectives of the Executive Team across our business. To further deepen how we measure any imbalances in pay, in 2022 we undertook an external pay analytics survey. This showed that we have equal pay for

equivalent roles across our business and we will continue to regularly undertake this work to ensure that this remains the case.

As a manufacturing business we recognise that some roles, such as the manufacturing roles in our Supply Chain Teams, are traditionally less likely to be filled by women. While this is a sectoral issue, we want to be at the forefront of tackling this and understand that increased focus will be required to increase female representation. As a result, in 2022 we extended our gender equality targets across our business in GB. While we have had for some time the goal of ensuring that 50% of our management and senior leadership roles are women, we have now set ourselves the target of achieving higher levels of gender balance across our entire workforce.

Since 2021 we have been included in the Bloomberg Gender Equality Index, reflecting our commitment to a high level of disclosure and performance across the framework's five pillars of female leadership and talent pipeline, equal pay, and gender pay parity, inclusive culture, sexual harassment policies, and pro-women brand. We are also signatories to the United Nations Women's Empowerment Principles (WEPIs), which offers guidance to business on how to promote gender equality and women's empowerment in the workplace, marketplace, and community.

# Everyone's welcome



## Going further together (continued)



Part of ensuring that we have greater gender balance across every area of our business, is ensuring that opportunities to progress, re-skill or try something new are open to everyone. At the heart of this is our Everyone's Welcome philosophy, of which the commitment to achieve gender equality is one of the five dimensions. Each dimension has an Executive-level sponsor, supported by networks that drive meaningful and measurable progress in all areas.

One outcome of this work has been the creation and launch of a new online careers portal that is accessible across our entire business for the first time. With more than 3,600 colleagues across 5 manufacturing sites, an operations centre as well as our national and field sales and corporate functions spread across the country, it can often be difficult to identify the opportunities to progress. The online careers portal means that everyone has visibility of all the roles available, and we provide the support to help them explore these opportunities for progression.

In 2022 we were proud to be recognised as an employer of choice by the Top Employers Institute, which certifies organisations based on how they positively impact the lives of their employees in areas like work environment, diversity, equity & inclusion, wellbeing and more. We were also ranked in the top 100 in the Social Mobility Employer Index for the first time, demonstrating our own commitment to socioeconomic diversity in our workforce.

These endorsements demonstrate that we are making good progress, but we understand that achieving gender equality and becoming a more diverse and

inclusive business is an on-going journey. We therefore remain fully committed to going further and know that by working together we can bring about real and meaningful change, both in our business as well as the wider world around us.

### Declaration

I confirm that the information set out in this report as required under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 is accurate.

A handwritten signature in blue ink, appearing to read 'Stephen Moorhouse'.

Stephen Moorhouse

General Manager, Great Britain Business Unit,  
Coca-Cola Europacific Partners (CCEP)  
Great Britain Limited